

# A survey of the effect of staff's organizational commitment on effectiveness in municipalities of Yazd Province

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## Abstract

The present study evaluated the relationship between the various dimensions of organizational commitment and organizational effectiveness in Municipalities of Yazd province. The study population was all municipalities in Yazd province (totally 22 organizations). The required organizations were the people being selected in each organization and the analysis basis was the organization. The study sample in the present study included two sections. The first section was dedicated to the selection of organizations staffs as samples and the standard organizational commitment questionnaire was distributed among them. Eight people were selected inside each organization as sample. The second section was dedicated to the evaluation of the effectiveness in the organization and included two sections: The first section was about the real entities referring to the organization directly and resolved the problems and the second section was including legal entities such as the state organizations, institutions and private companies and each of them were interacting with the studied organization and they were considered as organizational beneficiaries. The number of samples in each organization was 10 people, 5 real entities and 5 legal entities. The study measures were Meyer and Allen's (1991) organizational commitment survey with 24 items and effectiveness questionnaire with 15 items. The data were analyzed by SPSS 15 software and Spearman rank correlation test and regression of the data of the questionnaires and the hypotheses were tested. The results showed that there was a significant association between the dimensions of organizational commitment and organizational effectiveness in Municipalities and af-

fective organizational commitment was highly correlated with organizational effectiveness.

**Keywords:** Organizational effectiveness, Organizational commitment, Beneficiaries, Customer satisfaction, Staff

## Introduction

Based on various studies, it is accepted that the organizations with high organizational commitment have good performance compared to their competitors (Rikitta, 2002). Thus, high organizational commitment of the staffs improves the organization situation in the competitive community. The concept of organizational commitment is the main component of management issues of the organizations. The successful managers are the ones who increase the commitment of the staffs in their organizational communication. Due to the relationship between organizational commitment and work behaviors as absence, leave, job satisfaction, attachment to work, performance and the relationship between the supervisor and the workers, the various researchers emphasized on its significance (Eby, Freeman, & Rush, 1999). Various empirical studies emphasized on the effects of various organizational variables on organizational commitment; however, a few empirical studies were conducted on the survey of the effects of various dimensions of staffs' organizational commitment on organizational effectiveness. Effectiveness means fulfillment of organizational goals. Any conditions helping the improvement of staffs commitment improves organizational commitment (Kazemi Haqiqat, 2008). If commitment is prevalent in the organization, the

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people will be more responsible and will have more satisfaction of their commitments and also they will have a few leaves, negligence, stresses etc (Hejazi, *et al.*, 2002).

Stave (1977, as cited in Meyer and Herscovitch, 2001) believed that the significance and value of organizational commitment should be proved as a separate structure of other psychological concepts such as motivation, job involvement or other behavioral orientations. The behavior of the employees in an organization is affected by their attitude. Thus, the organizations' managers should be aware of them. People do not express their attitudes for anyone and it should be said that being aware of all the attitudes of the employees is not of great importance for the organization managers and they are not interested in knowing all these attitudes.

Indeed, the managers are interested in knowing the attitudes related to labor and organization. Organizational commitment reflects the attitudes of people to the organizational values and goals (Emery and Barker, 2007) and it indicates the motivation to stay with the organization and do their best to achieve the organizational goals (Meyer and Herscovitch, 2001).

## The variables of the study

### Organizational commitment

There are different views in defining organizational commitment as different terms are applied to define this concept. For example, Porter *et al.* (1974) defined commitment as "the relative strength of an individual's identification with and involvement in a particular organization". According to this definition, organizational commitment is to believe in the goal and values of the organization, working hard for the organization and strong intention to stay with the organization (Meyer and Allen, 1991). Kanter (1972) defines *commitment* as the willingness of people to give their *energy and loyalty to social system*. As argued by Buchanan (1974) commitment is a kind of affective commitment to the goal and values and to the organization for its own sake, a part from its instrumental worth. Although various researchers have different views to commitment, most of them believe that there is a kind of affective and psychological attachment to the organization relating an individual and organization. Although the term commitment is mostly referred to the pre-requirements of commitment,

consequence and results, affective attachment process and attachment state and belonging, it seems that affective cohesion is common among them. There are two views to organizational commitment. The first view defines commitment as an affective or attitudinal view.

People identify themselves with organization and try to stay with the organization to pursue the goals. Becker (1960) in a completely different view to organizational commitment, stated that commitment is considered mostly as behavioral view instead of attitudinal view. According to this view, people attach to the organization for their benefits; the benefits are ranging the advantages and top position to the good feeling to an organization. The difference between the attitudinal and behavioral views is obvious in the previous studies. In attitudinal view, the studies are mostly regarding the identification of the factors related to commitment and the consequences of commitment. However, in behavioral view, the studies were mostly regarding the conditions under which the behavior being expressed already is repeated again and also the identification of the effects of such behavior on the change of attitude. Meyer and Allen's (1991) described three dimensional model of commitment: Affective, Continuance and Normative.

### Affective commitment

It is the affective orientation of the employees toward the organization. Thus, the employee stays with the organization for the reason of having positive attitude to the existence mission, values and goals. An employee stays with the organization to fulfill the values and goals believing deeply. The employees with high affective commitment are more dependent upon their values and are committed to fulfilling the organization goals (Angle and Perry, 1981).

### Continuance commitment

Commitment to the organization due to awareness of the costs associated with leaving the organization. It means that a person stays with the organization because based on costs-benefit analysis; he decides to stay (Meyer and Allen, 1991). In most cases, staying with the organization is due to the fact that he doesn't want to go to a new job. This type of commitment is continuance commitment (continual, obligatory, durability), it means that they stay in the organization as going to another job is costly (Mathieu, 1991).

### *Normative commitment*

The employee stays with the organization due to the pressure of the norms and morale. He does not leave the organization for the fact that others (due to the feeling of co-workers, considering the employer) criticize him for leaving the organization. According to Wiener (1982), this group of staffs are not bounded well to the organization. This type of commitment is for the reason that the organization behaves well with him and he owes to the organization (Meyer and Herscovitch, 2001). The organizations pursue high level of organizational commitment of their members due to various reasons. The researchers found that the higher the commitment of the staffs to the organization, the harder they work in the organization (Steers, 1977). In addition, the higher the organizational commitment, the longer they stay with the organization (Koch and Steers, 2002, as cited in Kazemi Haqiqat, 2008). Based on the exploratory interviews and the views of some top managers and the existing indicators (e.g. leave) in some Municipalities of Yazd province, Iran, it seems that in recent years, the organizational commitment of the employees will be reduced in most of the Municipalities in the province. For example, based on the interviews with the managers of human resources in some Municipalities such as Meybod, Arda kan, Ahmad Abad, Yazd, Bafq, Harat, Aqda, Shahedie and Hamidia, it was stated that the employees didn't have the required commitment in their activities and most of the personnel selection department staffs stated that based on the statistics of Municipality, the staffs' leave is increasing annually. Some of the Municipality staffs did not have any orientation to their job and by expressing their interests and the lack of good job in the small towns, stated their presence at work due to life pressure not interest. Therefore, the management of the studied organization considered the human aspects of labor and emphasized the importance of human capital beside other existing capital resources and the obligation to maintain organizational commitment of the staffs to achieve an organization with high effectiveness and productivity, interested in identification of the effective indicators on organization commitment and the importance of each of the indicators and awareness of the effect of each of the components on organizational effectiveness. In the study population, the data showed the leave and absence of the staffs as this statistics is ascending annually. Based on the latest data, among 15 organizations of 22 studied organizations, staffs leave was averagely 8 and this

showed the 25% increase in the leave of the organizations compared to the previous year and it showed the lack of orientation of the staffs to their organization and based on review of literature, it can be one of the reasons of the non-effectiveness of the studied organization. The organization leave hours of the staffs were not good as the existing statistics showed 15%, 25% growth in staffs leave during two recent years in 15 organizations. The employees with high commitment were highly motivated to be in the organization and they can achieve the organizational goals and help the organization to fulfill their goals. When a person is committed to anything except the organization (commitment toward the family, sport team, etc, the employee is less on pressure to be present in the organization.

### *Organizational effectiveness*

Discussing about effectiveness, productivity, efficiency, culture and superiority of the organizations took the attention of the organizational theorists, management philosophers, financial and economic analysts and executive managers. For more than several decades, a large number of studies were conducted on effectiveness in management and organizations design. The empirical studies did not reach a general theory on effectiveness. However, effectiveness structure is considered deeply in organizational literature (Van de Ven and Ferry, 1980). Theoretically, Goodman and Pennings stated that effectiveness is the main issue in all the organizational analyses and considering organizational theory without effectiveness basis is difficult.

Ivan referred to organizational effectiveness as developing organizational theory (Godman and Pennings, 1977). Here, a necessary aspect for all the organizations, organizational effectiveness is discussed.

The interest in effectiveness, productivity, efficiency or organizations superiority is not a new phenomenon and effectiveness was considered already by organization theorists, management philosophers, financial and economic analysts and management researchers, counsellor and executive managers since Adam Smith published nation wealth thesis (1776) and mentioned efficiency as the result of specialization and work division. Robins considered the organizational effectiveness as the main issue in organization theory and believed that considering organizational theory without effectiveness concept is difficult. He also believed that there is no agreement on the exact

meaning of effectiveness. Goodman and Pennings stated that not only organizational effectiveness is the main issue in practice, but also it is the main challenge in organizations theory (Goodman and Pennings, 1977).

Effectiveness has a general concept including a great number of the variables implicitly. The organization effectiveness is the degree the organization achieves the required goals. During the determination of organization effectiveness, the achievement of goals is measured. Steers reviewed 17 researches on organizational effectiveness and summarized 14 criteria in two or more researches. Among these criteria, consistency and flexibility were mentioned in 10 researches, productivity in 6 researches and job satisfaction in 5 studies. Goodman and Pennings (1977) presented a new conceptual framework about organizational effectiveness via combining the previous theories. They discussed about the history of organization effectiveness and some factors as beneficiaries, obligatory factors and effectiveness environment. Special emphasis on internal forces and pressures (e.g. ruling coalition) and their effects on organizational effectiveness and the effect of the operation of subsets were considered as determining factors of effectiveness.

Miles proposed “ecology model” as the result of consistency of the systematic approaches and achieving the goal. In ecology model, organizational effectiveness was defined as “the ability of the organization to meet the minimum expectations of strategic beneficiaries”. In strategic beneficiaries models, the beneficiaries as “the people, groups and organizations are recognized with the major role in the organization”. In this view, organizational effectiveness is judged by the people outside the organization. Miles believed that the organization and affiliated institutions are varied. According to Miles, it is better that organizational effectiveness is considered as continuous not based on temporary nature. Van de Ven and Ferry (1980) presented another view about organizational effectiveness. The research showed their attempt for design, application and improvement of a framework for guiding continuous evaluation in complex organizations. Van de Ven and Ferry proposed a process model to pursue the continuous evaluation. The purpose was to create a gradual process to achieve and continuous improvement of high levels of effectiveness. The analyses on various levels of orga-

nizations were done and were focused on it via giving special sets of organizational evaluation instruments. Each of the measures was designed to evaluate “the different features of the texture, structure and general behavior of the organization, work groups and jobs”. This approach is important as it operationalizes the concept of “strategic beneficiaries” of Miles. The satisfaction of beneficiaries in the governmental organization is the main purpose and it acts as a dependent variable being affected by various variables including effective variables and intra-organizational variables affecting the beneficiaries’ satisfaction via affecting the satisfaction of the staffs (service providers). The satisfaction of the staffs depends mostly upon the staffs’ commitment. The present study evaluated the organizational effectiveness by beneficiaries’ satisfaction.

## Review of literature

A lot of studies were conducted regarding the effectiveness of the organization and organizational commitment. Some of the related researches are mentioned:

Peiman Salajeque (1998, as cited in Kazemi Haqiqat, 2008) studied the influence of the effective factors on organizational commitment of the managers of various levels in Kerman industries. The study attempted to evaluate the most important factors on maintaining the organizational commitment of the managers of the various levels. These factors were classified in three variables of job satisfaction, health factors and the environmental factors and their relationship with organizational commitment was evaluated. For hypotheses testing, the data were collected via the questionnaire and by statistical methods; the relationship of each of the three variables with organizational commitment was analyzed. Then, median test was performed between management levels regarding the organizational commitment variables, job satisfaction, health factors and environmental factors. The results of the study showed that there was a positive linear association between the job satisfaction, health factors and environmental factors on one hand and organizational commitment of operational managers on the other hand. Also, there was a positive linear association between health factors and organizational commitment of the middle managers. There was a positive linear relation between

job satisfaction and organizational commitment of the top managers. There was no positive linear association between job satisfaction and environmental factors on one hand and organizational commitment of the middle managers on the other hand. There was no positive linear relationship between health factors and environmental factors on one hand and organizational commitment of the top managers on the other hand.

In another study, Torabianfard (2002, as cited in Kazemi Haqiqat, 2008) studied on determining the share of each of the effective factors including job satisfaction, organizational commitment and job conscience in productivity of the teachers in Education department of Shahinshahr. The results indicated that there was a significant relation between three independent variables and dependent variable of productivity; The association was direct and positive; Job satisfaction variable was highly associated with the increase of productivity of the teachers among the teachers of Shahin Shahr and job conscience and organizational commitment variables were in the next ranks.

Finally, Mohammad Alizade (2003, as cited in Kazemi Haqiqat, 2008) focused on the study of the organizational commitment dimensions and its relation with the performance of the managers. In this study, various dimensions of organizational commitment were evaluated and the affective, normative and continuous commitments of the managers were evaluated via questionnaire. Then, it was compared with their performance by statistical method of variance analysis and finally there was a significant relation between commitment and performance.

### Conceptual framework of the study

Finally, according to the review of literature, evidences and studies, the existing study model was presented:

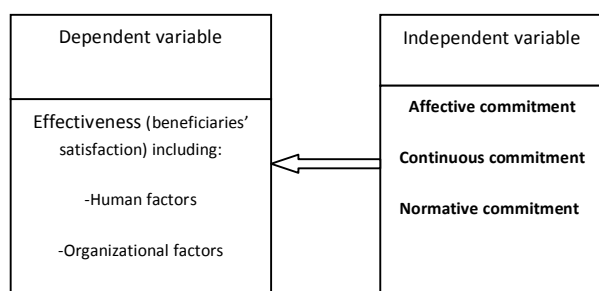


Figure 1. The proposed model of the study bottom of form.

### Study hypotheses

Based on the review of literature and the results of explorative interviews with some of the managers and staffs by the researcher, the following hypotheses are mentioned:

First hypothesis: There was a significant relation between organizational commitment and organization effectiveness.

Second hypothesis: Among organizational commitment, affective commitment had major significant relation with organization effectiveness.

### Methodology

The study was descriptive-correlation design. The study was conducted via the selection of the study population and questionnaire distribution among the sample size. The study population was consisting of all the municipalities of Yazd province (totally 22 organizations). It can be said that the study sample was the people being selected in each organization and the analysis basis is the organization. By combining the comments of the people in each organization, the organizational effectiveness was obtained and then the values of the organizations were analyzed.

### Population and Sample

The studied sample in this study included two sections. In the first section, 8 people were selected inside each organization and standard Organizational Commitment Questionnaire (OCQ) of Steers and Porter was distributed among them. Totally, 22 organizations, 176 organizational commitment questionnaires were given to the study sample. The second section was dedicated to the evaluation of effectiveness in the organization and consisted of two subsections: The first section was about the real entities referring to the organization directly and resolved the problems and the second section was including legal entities such as the state organizations and institutions and private companies and each of them were interacting with the studied organization and they were considered as organizational beneficiaries. They referred to the organization indirectly by correspondence by special representatives. The sample size in each organization in this section was 10 people, 5 of them real entities and 5 legal entities. Thus, totally, 22 organizations, 220 standard questionnaire of client satisfaction were distributed among the people as the most important factor of effectiveness in the organization.



### Instruments

**The organizational commitment questionnaire:** It was responded by the staffs. The questionnaire was designed by Meyer and Allen's (1997, as cited in Alvani and Riahi, 2003) and three continuous commitment dimensions (8 items), normative commitment (8 items) and affective commitment (8 items) were evaluated.

**The client satisfaction questionnaire:** It was distributed among the organizational beneficiaries to evaluate the organizational effectiveness. This questionnaire is consisted of humanistic and organizational factors based on valid sources as Alvani and Riahi (2003) and Rusta (1997, 2001). The questionnaire included two major sections: a. The general questions: It was attempted to collect the general data and demographic data about the respondents. b. Specific questions: The organizational commitment questionnaire included 24 items and organizational effectiveness included 15 items. It was attempted to make the questions as understandable. Here, 5-item Likert scale was applied as one of the most common measurement scales. All the questions in the questionnaires of the study were designed based on the valid scientific letters and they were analyzed by Exploratory Factor Analysis and Confirmatory Factor Analysis.

### Data Analysis and Results

Based on the data of descriptive analysis, the following results were reviewed about two study groups, the organization staffs and organizational beneficiaries and organizational commitment and organizational effectiveness:

A. Demographic data: Based on the analyses in terms of gender, totally 72% of them were men and 28% women. In terms of the age, the major group was dedicated to age group 35 to 45 years old with 34%, in terms of marital status, there were 22% single and 78% married and in terms of experience, the major group was dedicated to age group 5 to 15 years old with 30% and finally in terms of education of the group, the associate degree was the major group with 28%.

B. The analysis of the data of the main variables of the study: Based on the results of the previous chapter, the mean of the each of the organizational commitment components was as follows: Affective commitment with the mean 2.84, normative commitment with the mean 2.61, and continuous

commitment with the mean 2.56. The mean of the organizational effectiveness variable data was 2.82. Based on the organizational effectiveness and commitment values, it seems that the mean of all of them was lower than the moderate level (-3 moderate). It can be said that in the studied organizations (Yazd Municipalities), the organizational effectiveness and commitment was relatively low and lower than the moderate level.

### First hypothesis testing

As the measure of the main variables of the study (independent and dependent) was interval, Spearman Correlation Coefficient was applied to evaluate the type and strength of the relation between them.

Table 1 shows the Spearman rank correlation coefficients and significance level of paired relations of the main variables of the study (commitment and organizational effectiveness) and the related components.

Spearman correlation coefficient is applied when the data is less ( $n < 30$ ) or it is of rank type. The number of the data entering the analysis ( $n$ ) was equal to 22. Table 2 shows a part of Table 1 that is dedicated to the correlation and significance of the relationship between two main variables of the study, organizational commitment and organizational effectiveness. The results of Spearman Correlation Coefficient showed that there was a significant relation between organizational commitment and organizational effectiveness at error level 0.05 ( $0.016 < 0.05$ ). Thus, hypothesis  $H_1$  is supported at  $> 0.05$ . In other words, there was a significant relation between organizational commitment and organizational effectiveness and their correlation level was 0.506.

Table 1 shows other correlation coefficient values and some interpretations. The results indicated that there was a high relation (0.551) than the relation of commitment and effectiveness of the ordinary client group (0.483) and both of the coefficients are significant at 0.05. Regarding the relation between organizational commitment variable dimensions and organizational effectiveness, the results showed that there was only a significant relation between affective commitment and effectiveness and there was a positive relation regarding the rest of organizational commitment but they are not significant. One of the insignificance reasons of some of the relations is the small number of the data ( $n=22$ ).

**Table 1. The matrix of correlation coefficients between commitment and organizational effectiveness and its components (n=22)**

Indices		Affective commitment	Continuous commitment	Normative commitment	Effectiveness (client)	Effectiveness (organizational beneficiaries)	Organizational commitment	Organizational effectiveness
Affective commitment	Spearman coefficient	1						
	P	0						
Continuous commitment	Spearman coefficient	0.410	1					
	P	0.058	0					
Normative commitment	Spearman coefficient	0.069	0.337	1				
	P	0.760	0.125	0				
Effectiveness (client)	Spearman coefficient	0.603**	0.250	-0.035	1			
	P	0.003	0.262	0.876	0			
Effectiveness (organizational beneficiaries)	Spearman coefficient	0.626**	0.335	0.027	0.944**	1		
	P	0.002	0.128	0.907	0.000	0		
Organizational commitment	Spearman coefficient	0.859**	0.737**	0.433**	0.482**	0.551**	1	
	P	0.000	0.000	0.044	0.023	0.008	0	
Organizational effectiveness	Spearman coefficient	0.597**	0.295	0.013	0.978**	0.985**	0.506*	1
	P	0.003	0.183	0.954	0.000	0.000	0.016	0

\*p&lt;0.05; \*\*p&lt;0.01

**Table 2. The results of correlation coefficient test between the organizational commitment and organizational effectiveness**

Correlation coefficient	P	Result
0.506	0.016	Significance at error level 0.05

**Second hypothesis testing**

In the previous hypothesis test, it was mentioned that among the organizational commitment components, affective commitment was highly correlated with effectiveness and the relation between

two variables was significant at 0.01. The following table shows the correlation coefficient and significance level of the relations between organizational commitment components on one hand and organizational effectiveness on the other hand.

**Table 3. The results of correlation coefficient test between organizational commitment dimensions and organizational effectiveness**

Variable 1	Variable 2	Correlation coefficient	P	Result
Affective commitment	Effectiveness	0.597	0.003	+
Continuous commitment	Effectiveness	0.295	0.183	-
Normative commitment	Effectiveness	0.013	0.954	-

The values of the above table supported the second hypothesis of the study. In other words, it can be said that among organizational commitment dimensions, affective commitment had more significance level with organizational effectiveness. By consider-

ing the organizational commitment dimensions as independent variables and organizational effectiveness as dependent variable, regression analysis method was used to predict and determine the pure effect of each of the dimensions and their priority.

**Table 4. The results of regression of organization effectiveness on organizational commitment dimensions by Enter method.**

Independent variables	Standard coefficients of regression (beta)	t	Sig.
Constant	0	0.586	0.555
Affective commitment	00.689	0.002	3.62
Continuous commitment	-0.071	0.748	-0.326
Normative commitment	0.074	0.718	0.367
Variance analysis results (ANOVA)	F		5.04
	Sig.		0.010
The coefficient of determination( $R^2$ )		0.46	
Adjusted coefficient of determination(Adjusted $R^2$ )		0.37	

## Discussion and conclusion

The most important purpose of the study is improving the commitment of the staffs and organizational effectiveness via the evaluation of the relation between two components and the main index of effectiveness was beneficiaries' satisfaction. The study population was consisting of all the municipalities of Yazd province. It can be said that the study sample was the people being selected in each organization and the analysis basis is the organization. By combining the comments of the people in each organization, the values of each organization were analyzed by Spearman correlation coefficient and regression.

Based on the study results, it was defined that in the first hypothesis test, Spearman correlation coefficient was  $r=0.506$  and sig value was 0.016 and it was significant at 0.05 error level. Thus, the first hypothesis is supported and it can be said that there is a significant relation between organizational commitment and organization effectiveness in Municipalities of Yazd province. In the second hypothesis, the correlation coefficients between organizational commitment dimensions and organizational effectiveness showed that the highest coefficient was dedicated to the relation between affective com-

mitment and effectiveness ( $r=0.597$ ) and this was significant at error level of 0.05 ( $\text{sig}=0.003$ ). To study the separate effect of each of organizational commitment dimensions on organizational effectiveness, regression analysis was applied. Affective dimension had the highest influence on organizational effectiveness. Its significance level was 0.002, less than 0.005. This effect is supported at significance level 95%. The second hypothesis regarding the more relation between affective commitment dimension and organizational effectiveness is supported.

The results of the study were consistent with the studies of Angleand Perry (1981), Mowday et al (1979), Porter et al. (1974) and Steers (1977). The present study evaluated the relation between organizational commitment and effectiveness and evaluated the relations of organizational commitment dimensions and organizational effectiveness. The tests showed that affective commitment of the staffs of municipality was highly correlated with their organizational effectiveness compared to normative and continuous commitment. Spearman correlation coefficient showed that affective commitment can be considered an important factor in determining organizational effectiveness. Due to the lack of empirical studies, the future studies should review



these relations to verify the validity of these items. As it was mentioned, the factors of increasing the organizational commitment are of great importance and they can influence the organizational effectiveness and improve the organization condition.

Based on the review of literature, findings and interviews, the following recommendations to improve the organizational effectiveness are proposed:

In the first hypothesis test, it was defined that there was a significant relation between organizational commitment and organizational effectiveness. Thus, to improve the total effectiveness in the organization, it is required to improve the organizational commitment of the staffs. Based on Steers and Porter model regarding the pre-requirements and effective factors on organizational commitment of the staffs, municipality can increase the organizational commitment of the staffs via considering the values of people during the employment, job enrichment and participation of the staffs in the organization profit.

Based on the results of the second hypothesis, it is proposed to have a deep view to affective commitment indices to improve the organizational commitment of the staffs as in the second hypothesis, among the commitment dimensions, affective commitment was highly correlated with effectiveness.

Meyer and Allen model mentioned the personal, job, structural features and work experiences of people as the main pre-requirements of affective commitment and based on the results of the study, affective commitment had the major influence on organization effectiveness. It is required to have suitable tools to provide these pre-requirements at organizations level.

According to Steers and Porter model (1983, as cited in Alvani and Riahi (2003), it is stated that the major effective factors on effectiveness include personal factors, organizational factors and non-organizational factors and each of the factors can be considered as some dimensions and briefly it can be said that among these dimensions, considering the psychological state of the staffs, awareness of the job attitudes, evaluations and continuous research, job expectations and access to the alternative jobs are necessary.

Based on employment relations model of Meyer and Allen (1981, as cited in Alvani and Riahi (2003), some factors as control, economical, technical, political and social conditions, the contract and rewards (cash or non-cash) had an important effect on organizational commitment of the staffs. Thus, reviewing each of these items required the exact planning from the top managers of the organizations to provide the

suitable ground to improve the organizational commitment. Based on the above model, it can be said that the external environment of the organization should be considered as an important factor in organizational decision-making because some factors including the access or the lack of access to alternative jobs outside the organization, the reliance of the people on organization, the image of the organization in the society and social status of different jobs inside the organization affected the organizational commitment of people and organizational effectiveness.

## Limitations and Suggestions for future studies

### Limitations

The limitations of the study were as follows:

- To generalize the results of the study, it can be said that this study was conducted in a state organization with specific goal as providing service to the public and this result cannot be generalized to all the organizations such as the private organizations.

- Based on the exact consultations of the skillful lecturers of management and statistics, the most scientific sampling method was applied and intervening factors were controlled but some factors as the existing differences among the cities, organizations and the sample study (e.g. job, population, geographical differences) can have a negative effect on the conclusion of the study.

- The lack of review of other effectiveness indices can be regarded as another limitation and it is due to the lack of exact statistics in the municipalities of the province about other criteria as people complaints.

- The present study evaluated two different factors in two different groups. Thus, establishing a relation between these groups was not correct statistically. Thus, the researcher after receiving exact statistical consultations of skillful lecturers resolved this issue by increasing the number of the organizations and considered the province as the basis of the analysis instead of the existing organizations.

- It can be said that the questionnaires applied in this study namely the effectiveness questionnaire had formal validity. It means that the skillful theorist supported the validity of the questionnaires during different stages. To generalize these questionnaires in future studies, conformity of the conditions should be considered.

### Suggestions for future studies

By considering the results of the present study, the following issues can be considered as further studies:

- The study of the effect of some variables on the relation between organizational commitment of the staffs and organizational effectiveness such as demographic variable or personality maturity of the staffs
- The comparative study on the effect of organizational commitment on effectiveness between various state organizations
- Comparative study in the effect of organizational commitment on effectiveness between the state and non-state organizations
- The method of effectiveness of the activities and intra-organizational processes to increase the total effectiveness of the organization
- The design of the suitable information systems to improve the interaction between the clients and staffs

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